

Council Meeting of
June 23, 2009

SUPPLEMENTAL

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

SUBJECT: City Manager - Supplemental Information to Item 15B

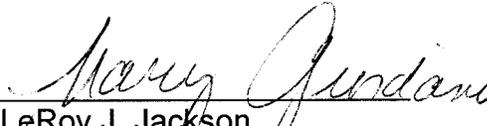
Attached is the Strategic Plan Presentation.

Respectfully submitted,

LeROY J. JACKSON
CITY MANAGER

By 
Aram Chaparyan
Assistant to the City Manager

CONCUR:


for Mary Gurdan
LeRoy J. Jackson
City Manager

TORRANCE

**WORKSHOP
DISCUSSION
June 23, 2009**

**STRATEGIC PLAN
Proposed
Implementation
Method**

STRATEGIC PLAN 2008

PURPOSE OF WORKSHOP

I. Provide direction with respect to:

- Proposed approach to Action Plan
- Proposed approach to setting and measuring targets
- Form of annual Community Report
- August 2009 for Council Workshop to address all Sub-goals
- September 2009 to address Plan Goals not under City direction
- 6-month report concurrent with mid-year budget review

PURPOSE OF WORKSHOP

(cont.)

II. Address The Expectations Of The Community As Directed By Council

A. Highlights

- 10 Strategic Priorities equally valued
- Adopted August 12, 2008
- Significant effort by the community
- Equal effort anticipated from the City to implement
- Requires coordination among and across our programs and disciplines
- Extraction of core elements for measuring
- Annual report to community

PURPOSE OF WORKSHOP

(cont.)

B. Specifics

- **Action Plan** – Separate document but part of City budget cycle:
 1. Budget revisions to consider:
 - 2008 revisions to Strategic Plan (Plan)
 - Review/evaluate programs re: compatibility with and furtherance of Plan
 - Recommend changes to or elimination of incompatible programs
 - Create new programs needed to carry out Plan
 2. Identify impacts that require unscheduled updates of Plan
 3. Communications outreach
 4. Measurement devices of City efforts
 5. Timetable to accomplish Action plan

PURPOSE OF WORKSHOP

(cont.)

B. Specifics (cont.)

- **Annual Review and Update of Action Plan** – as a component of budget review process:
 1. Progress made
 2. New info that may impact Plan
 3. Impacts in Community strategic priorities changes
 4. Review and update presented in Council workshop
- **3 Year Update Cycle**
 1. Environmental Scan
 2. Statistically valid telephone survey
 3. Council review data; revision required? If not, roll to 5 year mandatory revision

CITY'S PROPOSED IMPLEMENTATION METHOD

- **STRATEGIC PLAN HAS:**
 - **10 Priorities**
 - **52 Goals**
 - **255 Sub-goals**
- **STEWARDSHIP OF PLAN REQUIRES BROAD APPROACH**
 - **“Strategic Managers”** Recruited Throughout the Organization
 - To take ownership of 1 or more Goals
 - In some cases, Sub-goals specifically assigned
 - STRAT MGRS selected implementation teams

CITY'S PROPOSED IMPLEMENTATION METHOD

(cont.)

- **STRAT MGRS/Team Members trained** in history, purpose and expectations of the plan and in development of measurement devices
- **“Key Performance Indicators”** (KPIs) were **selected** as the measurement device
- **Purpose of KPIs:**
 - **Track** quantifiable or qualitative **measurement** for every sub-goal
 - **Community report** at the Strategic Priority/Goal level

HOW KPIs WORK

- **KPIs** consist of a **Sub-goal, Indicator, Measure, and Target**. **KPIs** are to measure progress directly toward the desired outcome(s)
- A KPI is not a single component, but an integrated collection of components:

Sub-Goal – What are we trying to achieve?

Indicator – What are we going to measure?

Measure – How are we going to measure it?

Target – What is the result we want?

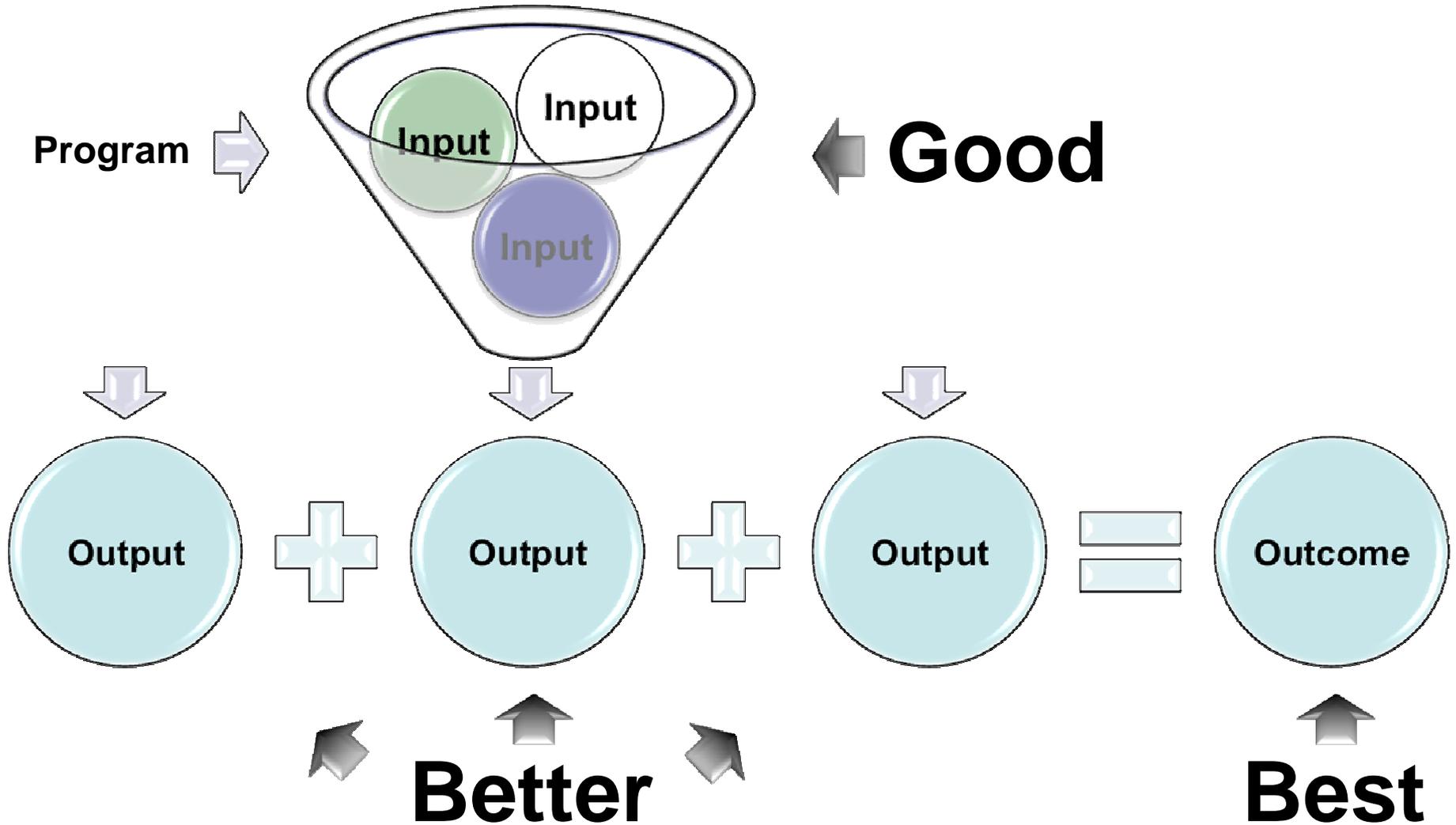
Result – What have we actually achieved?

HOW KPIs WORK

(cont.)

- **Programs** produce **outputs** targeted to achieving the **outcomes** identified in **Plan**.
- **Increasing** our **ability to measure effectiveness** is part of implementation. If don't yet know outputs required, **first** task is to **identify necessary outputs** linked to **programs** that produce them. Some KPIs are created specifically to do this (i.e. surveys and inventories). KPIs for all Sub-goals will track progress toward the Goals & Priorities. Form basis for report to Council and the community.
- As surveys and Council policy evolve, outputs (KPIs) will become more targeted

Focus of KPIs



TIMELINE

- October, 2008:** Executive Staff workshop to develop methodology for strategic plan *(completed)*
- March 23, 2009:** Certain city staff invited to become Strategic Managers *(completed)*
- April 2, 2009:** Strategic Manager training on Plan and strategic measurement tools *(completed)*
- April 23-24, 2009:** Strategic Managers select Team Members *(completed)*
- April 27, 2009:** Strategic Manager and Team Member training on identifying and developing KPIs *(completed)*
- June 23, 2009:** Workshop with Council to present methodology and 3 completed goals for review and feedback
- August, 2009:** Workshop with Council to review all Plan Goals and KPIs under City organization
- September, 2009:** Receive direction on goals not under City organization
- March 2010:** Six (6) month validation review of KPIs concurrent with mid-year budget review

REVIEW OF 3 COMPLETED TEST GOALS

(Note: All are under development)

- **STRATEGIC PRIORITY: Stewardship of the Environment**
 - **GOAL: Promote environmentally friendly development**
 - **SUB-GOALS: 9**
- **STRATEGIC PRIORITY: Safe And Secure Community**
 - **GOAL: Provide information and educational opportunities that encourage safety and crime prevention**
 - **SUB-GOALS: 7**
- **STRATEGIC PRIORITY: Economic Development**
 - **GOAL: Attract and retain business**
 - **SUB-GOALS: 11**

Stewardship of the Environment

Promote Environmentally Friendly Development

Strategic Manager

Danny Santana - Senior Planning Associate

Team Members

Curt Dittman - Plans Examiner/Customer Service Supervisor

Forest Nishioka - Structural Plans Examiner

Jim Sheldon - Building Inspection Supervisor

Sharron Jones - Senior Environmental Quality Officer

Soc Yumul - Planning Assistant

Sub-goal (1) : Provide Incentives for development that utilize 'Green' feature implementation that exceeds code requirements

Sub-goal (9) : Promote self sustaining energy and reclamation systems.

Indicator: Present for City Council consideration City financing, under *AB811*, for energy efficiency upgrades

Measure: Draft Program

Target: Completion of a Draft Program for City Council Consideration by 2011

Narrative: Recent legislation has afforded Counties and Municipalities the ability to promote self-sustaining energy via no-down, long term loans to individual property owners wishing to complete energy efficient improvements. Under *AB811*, participation is voluntary and repayment is completed through a property tax assessment. The intent is to target the inefficiencies of existing structures, such as the 70% of California residences constructed prior to the first state energy requirements adopted in 1974.

If financing program is approved by Council, two critical elements of the program will be: 1) if Torrance elects to create their own mechanism or participate in a more regional approach; and, 2) identification of funding source and amount.

Sub-goal (1) : Provide Incentives for development that utilize 'Green' feature implementation that exceeds code requirements

Sub-goal (9) : Promote self sustaining energy and reclamation systems.

Indicator: Present for City Council consideration City Incentives for Green Projects

Measure: Draft Program

Target: Completion of a Draft Program for City Council Consideration by 2011

Narrative: Municipalities that encourage the use of Sustainable design and construction methods, otherwise known as 'Green Building', commonly offer incentives to promote 'Green' methods of over traditional construction/remodeling. The incentives typically involve one or more of the following:

- A. Free Expedited Land Use Entitlement Review
- B. Free Expedited Plan Check Review
- C. Reduced Entitlement and Permit Fees or Rebates to such fees upon successful completion.
- D. Government or Utility Rebate Locator
- E. Recognition or Community Awards for Sustainability

As part of the draft program, staff will estimate the costs associated with incentives offered, and funding needed.

Sub-goal (2) : Promote the recycling and upgrade of antiquated industrial, commercial and retail facilities utilizing green technology

Indicator: Promote awareness of benefits and advantages of green upgrading

Measure: The number of media/outreach programs

Target: Completion of three types of outreach programs by December 2010

Narrative: In the United States, Buildings are the largest consumers of energy, water, and resources, as well as the largest producers of waste and pollution. As industrial, commercial and retail facilities constitute a vital role in the Torrance community and occupy 34% of the City, outreach and education to such uses could render a significant improvement to their operating expenses as well as reduce their impact to the environment (i.e. carbon footprint). If approved, a public education campaign can be designed to include an informational web-site, print materials, CitiCable coverage as well as expanding the present parameters of the existing Business Visits conducted by Economic Development. Consideration as to the involvement of the South Bay Environmental Services Center and the Torrance Chamber of Commerce will be important in achieving successful design and outreach methods to the business community.

Sub-goal (2) : Promote the recycling and upgrade of antiquated industrial, commercial and retail facilities utilizing green technology

Indicator: Present for City Council consideration City 'Green Building' Policy for City projects over \$X and/or X sq. ft.

Measure: Draft Program

Target: Completion of a Draft Program for City Council Consideration by 2011

Narrative: The potentially most successful public education campaign and outreach possible is the approach that the City takes with City facilities and structures. If approved, a "Leading by Example" policy/campaign could result in converting public facilities into public demonstration sites that serve dual purposes. While in use toward their intended public service, they can educate the public as to sustainable design methods, carbon footprint reductions and long term monetary savings.

The draft program will include a phased implementation that addresses funding and projects.

Sub-goal (3) : Use new development as an opportunity to increase green belt.

Sub-goal (5) : Discourage construction of large areas of impermeable surfaces, such as concrete.

Indicator: Present for City Council consideration changes to hardscape & landscaping development standards.

Measure: Draft Revision

Target: Completion of Draft Revisions for City Council Consideration by 2011

Narrative: Increasing green belts and reducing impermeable surfaces does much more than just allow for more trees and landscaping. Both allow for greater on-site retention and natural water percolation rather than diversion to storm drains.

If approved, changes would be required to existing development standards as to landscaping and hardscape requirements. Attention would need to be paid toward also considering water efficiency so as to not create another environmental impact.

Such changes would be most easily accomplished with new developments as requirements can be incorporated into the design. In existing conditions, the increase of green belts could encroach into existing structures, would likely reduce required parking, and potentially disrupt on-site circulation.

Sub-goal (4) : Review development/building codes for opportunities to include more environmentally sound parameters.

Indicator: Present for City Council consideration adoption of Voluntary Building Code Green Building provisions into Torrance Code

Measure: Draft Revisions

Target: Completion of Draft Revisions for City Council Consideration by 2010

Narrative: Sustainable construction methods are commonly referred to as 'Green Building'. Developments utilizing programs such as the United States Green Building Council's "LEED" (Leadership in Energy and Environmental Design) program, BuildItGreen's "GreenPoint Rated" program, the joint Department of Energy (DOE) and Environmental Protection Agency (EPA) "Energy Star" program, and the EPA's "WaterSense" program are industry and nationally recognized applications of 'Green Building'. The City has already recognized BuildItGreen's "GreenPoint Rated" program for new Single and Multifamily construction, as well as for single-family remodels. Recognition of additional options that include the Commercial and Industrial sectors, as well as offer more options for residential projects, would provide more opportunities for environmentally sound development and remodels.

Sub-goal (6) : Promote sustainable, environmentally sound commercial, industrial and residential site development and building construction.

Sub-goal (7) : Promote ongoing use of environmentally sound building operations and maintenance practices.

Indicator: City Council consideration of Sustainable Design Options recognized/encouraged by the City.

Measure: Draft Sustainable Options list.

Target: Completion of Draft Sustainable Options list for City Council Consideration by 2010.

Narrative: Sustainable construction methods are commonly referred to as 'Green Building'. Prior to the offering of incentives, the City Council would need to recognize which developments they consider to be 'Green' either by obtaining third party certification from nationally recognized sustainable programs or by meeting requirements set for a local program.

If approved, City may define a 'Green Building' project as one that has achieved certification of one or more of the following sustainable programs:

- A. USGBC (United States Green Building Council) – LEED (Leadership in Energy and Environmental Design) menu options
- B. BuildItGreen – GreenPoint Rated system
- C. DOE (Dept. of Energy) & EPA (Environmental Protection Agency) – Energy Star Program
- D. EPA- WaterSense Program

Or a local option for those that can not cover the cost or the additional time needed for one of the options noted above:

- E. The Torrance 20% Rule/ A project that can demonstrate that it will exceed by 20% minimum code requirements in the following 3 areas: Energy, Water, & Waste (in both Demolition and Construction).

Sub-goal (6) : Promote sustainable, environmentally sound commercial, industrial and residential site development and building construction.

Sub-goal (7) : Promote ongoing use of environmentally sound building operations and maintenance practices.

Indicator: Publicly recognize developments utilizing 'Green Building'

Measure: Number of projects recognized that voluntarily completed a 'Green' project

Target: To recognize 100% of all existing 'Green' projects by 2012, and future projects as they are certified

Narrative: In addition to thanking developments that place a greater importance on the environmental health of Torrance, public recognition serves as additional avenues for both, 1) public education, and 2) influences future developments.

Sub-goal (8) : Undertake education efforts for the business and residential communities on the benefits of environmentally sound development.

Indicator: Public Education Campaign

Measure: The number of outreach programs created and maintained.

Target: To have successfully created and provided on-going maintenance for at least 4 outreach programs by 2011, and maintain on an annual basis.

Narrative: A 'Green' public education campaign could be a multi-pronged approach toward informing the public of the need for greater environmental consideration. If approved, the public education campaign can be comprised of the following options:

- A. Create an On-line Information Center for educational links, project rebates, events, web-inars, Sustainable Businesses/Services located and licensed in the City.
- B. Create or facilitate the creation of demonstration landscaping & remodeling venues
- C. City Organization of an Annual City sponsored 'Green' Fair
- D. City Participation in Local Public 'Green' Events.
- E. Business Visits conducted by Economic Development to include Sustainable connections/references.
- F. Media outreach for all events through CitiCable, Torrnet.com and local print media.

Consideration as to the involvement of the South Bay Environmental Services Center and the Torrance Chamber of Commerce will be important in achieving a successful design and outreach methods to the business community.

Sub-goal (8) : Undertake education efforts for the business and residential communities on the benefits of environmentally sound development.

Indicator: Develop Staff knowledge to educate the community on sustainable construction methods

Measure: Develop Staff specialties

Target: Completion of Draft Staff Incentives list for City Council Consideration by 2010

Narrative: Staff involved in the various facets of construction have the ability to play a vital role in advocating for and ensuring compliance with sustainable construction methods. Ensuring that Staff obtain the training to properly employ sustainable design techniques is important to providing appropriate assistance and verification to those remodeling or building.

Sub-goal (10) : Look for opportunities to enhance access to mass transit when reviewing and approving designs for new development

Indicator: Correlate existing & potential local transit hubs with surrounding land use/zoning

Measure: Categorize local mass transit hubs and systems with surrounding land uses and densities

Target: Complete correlation within 12-18 months of the implementation of the General Plan Update

Narrative: Mass transit use, can be promoted and expanded, when placed in a manner that is conducive and accessible to potential users. Occupants of developments can represent a substantial pool of potential users of mass transit. By studying the correlations between existing services and potential future need, future developments can be situated to allow for greater emphasis on mass transit opportunities by both permissible Floor Area Ratios and Zoning.

Safe and Secure Community

Provide Information and educational opportunities that encourage safety and crime prevention

Strategic Manager

Lt. Stephen D'Anjou - Community Affairs, Div. Comm.

Team Members

Luz Aceves - Services Officer, Community Affairs

Mike Voigt - Principal, Magruder Mid. School

Donna Duperron - Dir., RSVP

Toni Bock - TACC Chairperson

Sub-goal (1) : Maintain an informed community regarding the myths and facts of all aspects of local crime

Indicator: Pin Map program on the PD website to allow citizens to identify crime in their neighborhoods to maintain and inform community regarding the myths and facts of all aspects of local crime

Measure: Citizen use of the Pin Map

Target: Pin Map “hits” on the webpage at least 5000 a month through 2014

Narrative:

- Educate the public as to the policing function
- Pin Maps to report date, location, time and type of crime

Sub-goal (1) : Maintain an informed community regarding the myths and facts of all aspects of local crime

Indicator: Use of electronic media to provide factual information to the citizens regarding actual crime occurring to maintain and inform community regarding the myths and facts of all aspects of local crime

Measure: Number of programs developed to give citizens options in obtaining factual crime information

Target: Minimum of three electronic media programs available to provide citizen information (current: website stats, email alert program, Twitter) with a 10% annual growth in participation

Narrative:

- January 2008 PD website updated
- PD using different forms of media to inform public

Sub-goal (2) : Provide education programs for all ages regarding their responsibility in crime prevention, reporting and emergency services

Indicator: Presentation of Community Safety Training Days at locations throughout the City

Measure: Increase in the number of presentations to the community at large

Target: Provide at least 3 training workshops throughout the City per year beginning October 2008 and continuing through 2014

Narrative: These presentations are monitored for effectiveness via survey instrument provided to each participant during the presentations. The subject matter for these presentations is based on crime trends, community input and is revised for each presentation

Sub-goal (2): Provide education programs for all ages regarding their responsibility in crime prevention, reporting and emergency services

Indicator: Participation in Neighborhood Watch programs and meetings to provide education programs for all ages regarding their responsibility in crime prevention, reporting and emergency services

Measure: Number of citizens participating in the Neighborhood Watch program

Target: Increase the number of Neighborhood Watch groups in the City by 10% and the number of citizens involved by 20% beginning January of 2008 and continuing through 2014. Program goals will be re-evaluated annually thereafter

Narrative: This program has 320 Block Captains and 600 Neighborhood Watch members in January of 2008.

Sub-goal (2): Provide education programs for all ages regarding their responsibility in crime prevention, reporting and emergency services

Indicator: Participation in the Map Your Neighborhood Disaster Preparations program to provide education programs for all ages regarding their responsibility in crime prevention, reporting and emergency services

Measure: Number of neighborhood groups participating in the Map Your Neighborhood Program

Target: Increase the number of participants by 5% annually of existing Neighborhood Watch groups beginning in January of 2008 when this program began and continuing to 2014. Goals will be reassessed annually thereafter

Narrative: Sub-program of Neighborhood Watch

Sub-goal (3) : Encourage collaboration among employers and the City regarding job safety education

Indicator: Educational Safety programs presented by the PD to members of Business Watch and their employees to encourage collaboration among employers and the City regarding job safety education

Measure: Frequency of the programs and exposure to the number of businesses

Target: Increase in the number of presentations to businesses from baseline 10 presentations in 2008. Increase of 5% annually thereafter through 2014. Program and goals to be re-evaluated thereafter

Narrative:

- Business Watch collaborative effort
- Topics geared to safety and crime prevention

Sub-goal (4) : Provide education and prevention programs on fraud and other criminal activity

Indicator: Citizen based presentations on fraud, identity theft and other criminal activity prevention to provide education and prevention programs on fraud and other criminal activity

Measure: Number of training presentations to citizens through speaker requests, Neighborhood Watch and other on site presentations

Target: Increase in number of presentations a year by 10 for each year beginning in 2009 and through 2014. Baseline number of annual presentations as of 2008 is 40

Narrative:

Training provided at

- Neighborhood Watch
- Church and Civic Orgs
- Homeowners Associations

Sub-goal (4) : Provide education and prevention programs on fraud and other criminal activity

Indicator: Web based program information and crime prevention education

Measure: Number of programs detailed on website that provide citizens with crime specific prevention and educational information

Target: All current crime trends and their related prevention information updated on website by the end of FY 2009. Regular updates of this information and programs will be conducted annually through 2014

Narrative: All programs and services provided by the PD will be accessible via the PD website

Sub-goal (5) : Make use of conflict resolution programs

Indicator: Citizen use of conflict resolution programs

Measure: Use of Dispute Resolution Services and Community Lead Officer intervention by citizens in neighborhood/business disputes

Target: 20% increase in usage of services by 2014 from a baseline of 40 cases in 2008

Narrative: Contract service from independent contractor provided by City oriented toward quality-of-life concerns

Sub-goal (6) : Promote awareness of Community and Focus-based policing programs

Indicator: Community presentations to explain and provide information on current and future Community and Focus Based Policing (FBP) programs

Measure: Number of presentations given

Target: Provide at least 2 presentations a month beginning in March 2009, continuing as needed through 2014

Narrative: These presentations are provided to the community in the form of TV interviews, online newsletters, articles in HOA newsletters and PD bulletins

Economic Development

Attract and Retain Businesses

Strategic Manager

Fran Fulton - Economic Development Mgr.

Team Members

Steven Cooper - Street Operations Mgr.

Chad Farley - Police Officer, Community Affairs

Marina Martos - Redevelopment/Planning Asst.

Rochelle Maurer - Fire Prevention Officer

Scott McDonough - Audit Mgr.

External Resources

Marisa Villanueva – Los Angeles County Economic Development Corporation

Star Van Buren – Small Business Development Center

Pat Sandt – Torrance Area Chamber of Commerce

Jon Kaji – Kaji & Associates

Philip de Sousa – Aurora Enterprises

Pam Ryan – Torrance Marriott

Sheri Gomez – Pacific Gateway Workforce Investment Network

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Boundary of Downtown Business District

Measure: Determine boundary of Downtown Business District and peripheral area directly impacted by Downtown Business District

Target: Identify geographic area(s) that include the Downtown Business District and surrounding area that is immediately affected by revitalization and redevelopment. To be determined and approved by Q3-2009

Narrative: Determining the area that encompasses the Downtown Business District will help the Economic Development Team and Redevelopment staff to:

- better focus efforts for revitalization and redevelopment
- allow for identification of businesses and available space

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Occupancy rate within boundary of downtown business district

Measure: Assess occupancy rate & create database of available space in downtown

Target: Semi-annual assessments conducted beginning Q2 - 09 with a goal to increase occupancy 25% (*measured in sf*) by 2014

Narrative: The occupancy rate assessment will serve as a tool to:

- Gather information
- Help define the plan to increase occupancy in the downtown business district

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Stakeholder interest/ideas for revitalization/redevelopment

Measure: Initiate public outreach forums to define goals and the vision for downtown

Target: Hold forums on a quarterly basis in 2009 –10 to define goals and select leaders for planning the vision for downtown. Forums will be held as follows: (Q4-09,Q1-2010,Q2-2010).

Narrative: The forums are a collaborative effort to achieve two goals:

- Garner ideas for the vision of the downtown business district
- Identify a leadership core who will, in turn, create a strategic vision for the downtown business district and help carry out the plan

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Downtown visitor experience and opinions

Measure: Conduct survey (Online, via the “Downtown Bulletin”, “Seasons”, and at businesses)

Target: Conduct ongoing surveys for the period of Q4-09 through Q2-2012, and semi-annually thereafter – to define goals and the vision for downtown

Narrative: These surveys will serve as an additional tool to our public outreach forums to:

- gather initial information
- evaluate change in experience on an ongoing basis

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Leadership group for planning revitalization and redevelopment of the Downtown Business District

Measure: Select leadership group from core participants in public forums who will execute planning for downtown revitalization and redevelopment

Target: The Economic Development Team, supported by Redevelopment and the City Manager will propose members from the core for Council approval. Leadership group selected by 4th quarter 2010

Narrative: This leadership group will incorporate individuals who are representative of the stakeholders and City staff, both of whom are invested in the goal of attracting and retaining business for our City.

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Sub-goal (8) : Create a **strategic marketing plan** for the City, including the **Downtown Business District**

Indicator: Plan for revitalization and redevelopment of the Downtown Business District

Measure: Create plan for revitalization and redevelopment of the Downtown Business District

Target: Create City plan, with funding estimate and timeline, for revitalization and redevelopment of the downtown business district submitted for Council approval by June 2011.

Narrative: The plan will take into account background data received from surveys and community forums to develop a viable thriving downtown business district.

Sub-goal (1) : Pursue revitalization and redevelopment of the Downtown Business District

Indicator: Pursue revitalization and redevelopment of the Downtown Business District

Measure: Execute plan

Target: Execution of approved plan beginning September 2011

Narrative:

- The plan will evolve under Council direction and performance tracking will be developed to measure attainment of the revitalization plan.
- It is anticipated that the plan will be executed and funded in phases and KPI's will be developed for each phase.

Sub-goal (2) : Revitalization and redevelopment of retail centers (e.g. The Del Amo Mall)

Indicator: Retail center occupancy

Measure: Assessment of retail occupancy needs by space, location, tenant mix, and best tenant fit.

Target: Assessment complete by December 2009

Narrative: This assessment is being performed to give the Economic Development Team the knowledge base to identify what already exists in town in order to determine what to target for attraction and retention. Some of the retail centers we will focus on are:

- Torrance Promenade
- Torrance Towne Center
- Del Amo Fashion Center

Sub-goal (2) : Revitalization and redevelopment of retail centers (e.g. The Del Amo Mall)

Indicator: Retail center occupancy plan

Measure: Completion of plan for revitalization and redevelopment of retail centers

Target: Plan complete, with funding estimate and timeline, submitted to Council for approval by June 2010.

Narrative:

- The purpose of this plan is to identify opportunities and partners to assist in the revitalization of retail centers including the Del Amo Fashion Center.
- The Economic Development Team will work with the retail property owners/managers to assist with the development of this plan.

Sub-goal (2) : Revitalization and redevelopment of retail centers (e.g. The Del Amo Mall)

Indicator: Retail Center Occupancy Plan

Measure: Execute plan

Target: Execution of approved plan beginning September 2010

Narrative:

- The Plan will evolve under Council direction and performance tracking will be developed to measure attainment of the Occupancy Plan.
- It is anticipated that the Plan will be executed and funded in phases and KPI's will be developed for each phase.

Sub-goal (3) : Employment opportunities for all members of the community, especially those with potential for career growth

Indicator: Create awareness of career opportunities

Measure: Promote programs customized for Torrance administered by Pacific Gateway Workforce Investment Network (PGWIN)

Target: Track number of Torrance residents and businesses served either directly or through the Torrance Career Center and increase 7% annually through 2014, measured quarterly.

Narrative:

- The federal funding for the employment and training program is provided by the Workforce Investment Act (WIA).
- The Economic Development Team will assist with promotion of services available to residents and businesses through the Torrance Career Center (local office of PGWIN).
- Workforce development services will be included in our menu of services within the Torrance Advantage Guide as well as being “advertised” in Seasons in order to reach all Torrance businesses and all residents.

Sub-goal (3) : Employment opportunities for all members of the community, especially those with potential for career growth

Indicator: Career opportunities

Measure: Match Torrance employers with Torrance job seekers

Target: Hold Job Fair on or by 4th quarter 2009 and evaluate effectiveness based on number of Torrance residents attending, businesses participating, and jobs attained.

Narrative: The job fair will be coordinated by the Pacific Gateway Workforce Investment Network (PGWIN) in partnership with the Economic Development Team.

Sub-goal (3) : Employment opportunities for all members of the community, especially those with potential for career growth

Indicator: Career opportunities

Measure: Match Torrance employers with Torrance job seekers

Target: Hold Job Fair on or by 4th quarter 2009 and evaluate effectiveness based on number of Torrance residents attending, businesses participating, and jobs attained.

Narrative: The job fair will be coordinated by the Pacific Gateway Workforce Investment Network (PGWIN) in partnership with the Economic Development Team.

Sub-goal (4) : Enhance business and City government collaboration and partnerships

Indicator: Career opportunities

Measure: Match Torrance employers with Torrance job seekers

Target: Hold Job Fair on or by 4th quarter 2009 and evaluate effectiveness based on number of Torrance residents attending, businesses participating, and jobs attained.

Narrative: The job fair will be coordinated by the Pacific Gateway Workforce Investment Network (PGWIN) in partnership with the Economic Development Team.

Sub-goal (4) : Enhance business and City government collaboration and partnerships

Indicator: Collaboration and partnership of City, Chamber, and Hospitality Industry to develop a Tourism Business Improvement District (TBID)

Measure: Establish Tourism Business Improvement District

Target: Creation of the TBID by Q-4 2009, with the intent to increase hotel room nights by 1% annually through 2014 following the launch of the “Discover Torrance” marketing campaign in 2010.

Narrative:

- The TBID, funded by business assessments, seeks to promote the hospitality industry (i.e. hotels, restaurants and retail).
- Increased tourism in the City benefits both the hospitality industry and the City through increased revenues.

Sub-goal (4) : Enhance business and City government collaboration and partnerships

Indicator: Enhance business and City government collaboration and partnerships through Business Watch Program.

Measure: Promote Business Watch Program to City businesses

Target:

- (1) Increase awareness of the Business Watch Program for the Business Community through promotion via Economic Development Web page, business group presentations, Chamber of Commerce events and business visits.
- (2) Align with Police Department target of: “Increase in the number of presentations to businesses from baseline 10 presentations in 2008. Increase of 5% annually thereafter through 2014.”

Narrative: The Business Watch Program is a service to our business community to help them remain safe and prevent loss. This program will increase the awareness of safety measures by providing the following:

- Police assessments on crime prevention for business owners
- Counsel on how to keep a business safe

Sub-goal (4) : Enhance business and City government collaboration and partnerships

Indicator: Educate businesses on fire protection fraud in conjunction with Fire Department

Measure: Promote fire protection safety and provide safety assessments to city businesses

Target: Increase awareness of fire protection fraud for Torrance businesses through 100% annual fire inspections provided by the Fire Department.

Narrative:

- The fire protection fraud program is a service to our business community to protect them from financial and physical loss through fraudulent marketing, service, testing, and selling of fire protection devices and equipment that are not in keeping with Fire Department standards.
- Businesses are also provided with recommendations on improvements they can make that can protect them from loss by fire and fraud.

Sub-goal (5) : Communication and outreach to business

Indicator: Economic Development WebPage

Measure: Expand Web Page on City website

Target: Complete Web Page build out by 3rd Qtr 2010 with annual upgrades and innovations such as special links or software features commensurate with technological advancements.

Narrative: The web page will feature business assistance services, incentives offered, all monthly, quarterly and yearly events, e-newsletter, and Torrance Advantage guide information.

Sub-goal (5) : Communication and outreach to business

Indicator: New “Torrance Advantage” guide

Measure: Update bi-annually and distribute “Torrance Advantage” guide

Target:

- (1) Reach 75% of existing businesses in the City with guide every two years. Start date will be January 2010 with the publication of the 2010 “Torrance Advantage” edition which will be distributed via mail, web site exposure, events and business visits
- (2) “Torrance Advantage” guide delivered to all hotels and public counters annually with distribution monitored quarterly
- (3) Provided to new targeted or interested businesses via web and hard copy

Narrative:

- “Torrance Advantage” is a promotional campaign that highlights attractive reasons to do business in Torrance (i.e. *location, safety, economically sound, access to intellectual capital*).
- The “Torrance Advantage” guide is an information and marketing source to promote city services to the business community.
- Effectiveness will be measured through requests for the guide and comments generated from distribution.

Sub-goal (5) : Communication and outreach to business

Indicator: Email interaction with businesses on all areas pertaining to Economic Development

Measure: Email e-newsletter quarterly encouraging interaction and promoting economic development services to all Torrance businesses

Target:

- (1) Initiate Quarterly e-newsletter by Q-1 2010
- (2) Engage 40% of City businesses in 2010, increasing to 80% over 5 years
- (3) Annual questionnaire seeking feedback on format and usefulness

Narrative: Email updates will improve communication to our businesses in the following areas:

- New business incentives, services, events, new businesses in the City.
- This will be an additional tool for the Economic Development Team to identify business needs and structure services to meet those needs.

Sub-goal (6) : Cooperation with and support for area cities, business consortiums, and private industry to strengthen the sub-regional economy (South Bay cities)

Indicator: Increase participation with local area organizations that represent or impact economic development

Measure: Strategic involvement with sub-regional entities focused on economic development

Target: The Economic Development Team will increase attendance and involvement starting June 2009 with the overall goal being to have a member(s) of the Economic Development Team attend one or more meetings/subcommittees per month

Narrative: Attendance and participation in the regular meetings and subcommittees of organizations such as:

- Torrance Area Chamber of Commerce
- Los Angeles County Economic Development Corporation
- Pacific Gateway Workforce Investment Board

Participation will be performed in furtherance of the Strategic Plan and the Economic Development Plan, which addresses the vitality of the entire business community.

Sub-goal (7) : Attract and retain financially strong businesses

Indicator: Attract Strong Businesses

Measure: Define strong businesses that fit Torrance needs

Target: Economic development team take one meeting annually to define and select the top producing industries/companies that are compatible with our existing industrial/commercial base.

Narrative:

- We will utilize an industry cluster approach to identify related businesses that have naturally grouped together, or those we would like to attract to group together, such as biotech firms and/or “green” businesses
- We may consider using consultants to help us match businesses with customer base i.e. for retailers and restaurants

Sub-goal (7) : Attract and retain financially strong businesses

Sub-goal (8) : Create a **strategic marketing plan for the City**, including the Downtown Business District

Indicator: Attract Strong Businesses

Measure: Contact strong business to attract them to Torrance

Target: To directly contact businesses identified in the industry cluster study and invite them to consider Torrance as their place to do business, with a target of contacting 50 in 2010 and an additional 25 per year thereafter, reaching 125 total by 2012

Narrative: A consolidated menu of incentives designed to attract new businesses to our City will be part of our outreach tools.

Sub-goal (7) : Attract and retain financially strong businesses

Indicator: Attract Strong Businesses

Measure: Promote the “Torrance Advantage” through advertising

Target: Advertise semi-annually, beginning 2010 through 2014, in one journal geared toward selected industry cluster(s). Measure effectiveness of ad campaign annually and adjust for maximum reach to the business community.

Narrative: The purpose of the “Torrance Advantage” industry-specific advertising is to maximize exposure in targeted areas.

Sub-goal (7) : Attract and retain financially strong businesses

Indicator: Business Retention

Measure: Annual business recognition at “Torrance Advantage Awards”

Target: Increase promotion of the “Torrance Advantage Awards” to double number of applicants each year beginning in 2009 through 2012

Narrative: The Torrance Advantage Awards is a business recognition program to thank businesses for choosing Torrance as their place to do business and create an opportunity for businesses to learn more about each other.

Sub-goal (7) : Attract and retain financially strong businesses

Indicator: Business Visitation Program for business retention

Measure: Monthly visits by Economic Development Team Member(s) to local businesses

Target:

2009 – 5 businesses per month

2010 – 10 businesses per month

2011 – 10 businesses per month

2012 – 20 businesses per month

Narrative: The business visits will be conducted on an annual basis to commercial, industrial and manufacturing businesses. The goals of these are to provide each business a City contact and make our business partners aware of the resources that are available to assist them with their success. Priorities will be given to companies:

- with a significant change in employee base or revenue stream
- with lease expirations, large employee base, and new businesses.

Business visits can be partnered with Chamber of Commerce and LA County Economic Development Corporation

Sub-goal (9) : Streamlined municipal approval process including centralized permit processing

Indicator: Centralized permit process

Measure: Open Permit Center “one-stop counter” for permit processing

Target: Centralize permit processing through Permit Center by Q2-2010 and appoint an ombudsman for economic development activity

Narrative:

- The Permit Center centralizes development permitting and business licensing beginning in Q2-2010.
- This will allow customers to be served in a single stop.
- Processing will be monitored and improved as the Permit Center evolves.

Sub-goal (9) : Streamlined municipal approval process including centralized permit processing

Indicator: Processing Time

Measure: Reduce approval time with all permit departments

Target:

- (1) Establish a baseline when Permit Center opens and reduce processing time by up to 25% by Q2-2011
- (2) Perform customer-service satisfaction survey in Q1-2011

Narrative:

- We will review previously prepared process/workflow study on the average of permitting processes and employ remaining measures to streamline the permit process.
- Processing will be monitored in order to continuously increase customer satisfaction

Sub-goal (10) : Expanded influence on regional, state, and federal decisions that impact the vitality of local economic development efforts

Indicator: Increase participation with consultant/lobbyist efforts

Measure: Educate consultants/lobbyists on economic development needs of Torrance

Target: Meet with our consultants/lobbyists before each legislative cycle and as needed to educate/update on needs specific to Torrance beginning 2010 and track outcomes.

Narrative: We will seek to focus our consultant/lobbyist groups on the specific economic development needs of Torrance under our charter city status.

Sub-goal (10) : Expanded influence on regional, state, and federal decisions that impact the vitality of local economic development efforts

Indicator: Increase participation with local area organizations that work to impact economic development at the government level

Measure: Strategic involvement with organizations such as: Municipal Management Association of Southern California, South Bay Cities Council of Governments, Los Angeles Economic Development Corporation, California Association of Local Economic Development, California League of Cities, Torrance Area Chamber of Commerce, etc.

Target: Submit position papers at regional, state, and federal level when needed to support or oppose proposed policies impacting local economic development

Narrative: Attendance and participation in the regular meetings and sub-committees will be performed in furtherance of the Strategic Plan and the Economic Development Plan, which addresses the vitality of the entire business community.

Sub-goal (11) : Provide a supportive infrastructure, including technology needs

Indicator: Business Incubator to support business infrastructure and technology needs

Measure: Research the business model for establishing a business incubator

Target: Bring findings including funding and timeline to Council by December 2010

Narrative:

- Business incubators are a physical location where entrepreneurs can start and grow their businesses in addition to become educated/mentored about entrepreneurship.
- In order to build an incubator we will need to perform the following: Research (including field trips), determine best location of the facility, define focus and determine funding/resource/instructional support, such as the Small Business Administration, Community Colleges, and existing businesses.

Our Strategic Plan is a proactive statement of where we as a community want to be in the future, how we will get there and our shared commitment to take us there.



Achieving the Vision

The Strategic Plan Community Report

Strategic Priorities

What we have accomplished

Moving forward



The City of Torrance



Strategic Plan

Vision of the Future...
Adopted 1996
Updated 2008

The partnership between the City Council and the citizens in fulfilling the vision of the Strategic Plan is captured their respective Pledge and Preamble.

City Council's Pledge

The Torrance City Council pledges to create an environment in which the City's Vision, Mission and Values will flourish. The City Council acknowledges its role in the Strategic Plan is to encourage and nurture the ideals, hopes and dreams that are incorporated within this document.

The Council appreciated and commends the tremendous community involvement and time commitment to bring this document to life. It pledges that the Plan will be a living, changing and evolving vision for the community.

Citizens' Preamble

As members of the Torrance community, we believe it is our responsibility to communicate our hopes and expectations to the City through active participation in our civic, educational, economic and cultural activities.

We respect the dignity, rights and positive contributions of the individual.

We take pride in and responsibility for the appearance and character of our community.

... and the City government's role in the Plan is defined ...

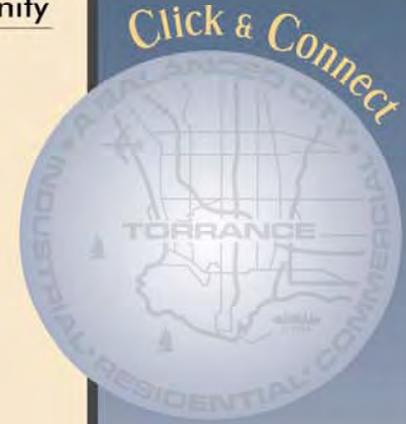
Mission Statement

The mission of the City of Torrance is to encourage and respond to community participation as we provide for an attractive, clean, safe, secure and enriching environment that assures a high quality of life.

We evaluate and act on the needs of the community within a complex, changing environment. We provide quality service with integrity, professionalism and accountability in an efficient, costeffective manner.

Appearance, Character and Quality of the Community

... Enhancing and
maintaining the
personality and rich
heritage of Torrance.



Communications and Civic Involvement

... A collaborative effort between the City and public to guide Torrance.



Vision Statement

Our vision for Torrance is of a premier City thriving in a global community while building on the past, taking action in the present, and pursuing a dynamic future.

Realizing our vision depends upon:

- Encouraging and providing for the pursuit of knowledge and culture;
- Acknowledging and pursuing the value of diversity;
- Improving the quality of life in the City of Torrance;
- Enhancing community safety and security;
- Striving to attain a balance among residential, commercial, and industrial interests;
- Strengthening the character and appearance that defines Torrance as a model community; and
- Pursuing opportunities to innovatively address economic, social, environmental and political issues.

Our steadfast commitment is to a future where we realize pride of shared purpose and a sense of community with personal responsibility and respect for all. It will be a place where people enjoy an enriched quality of life, sharing a sense of belonging.

Values

- Demonstrate **respect** for ourselves and others
- Practice **honesty** and **integrity**
- Encourage **creativity** and **innovation**
- Work to build and maintain **public trust**
- Be **dedicated, responsive,** and **transparent** in our dealings
- Be **responsible** and **accountable** for our actions
- Recognize the benefits of **diversity** in all aspects of the community
- Foster **community pride** and **excellence**
- Care for and conserve our **environment**

Traffic and transportation

... Importance of local and regional congestion management and mobility.



Economic Development

... To retain and attract businesses and quality jobs.



Click & Connect



E

ducation, Diversity and Enrichment

... Importance of well-rounded, diverse community with easy access to educational and cultural opportunities.



S

tewardship of the Environment

... Anticipates local and global proactive response to physical environment.



Safe and Secure Community

... Speaks to personal and property safety issues.



Infrastructure

... Efficiently functioning, well-maintained public works and communications systems.



Click & Connect



Reliable Revenue Base and Effective Asset Management

... Commitment to prudent management of fiscal conditions.



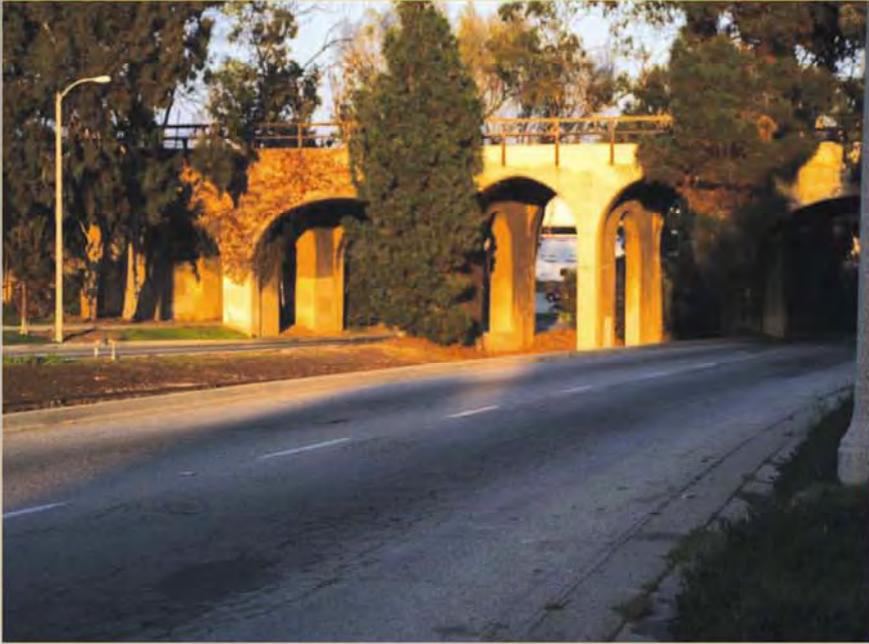
Responsive, Accountable and Cost-Effective Government

... Managing in a responsible manner seeking community and employee input.



Click & Connect

text will be entered here that coincides with what Click and Connect is used for...this is appearance, character and quality of the community page..



Torrance City Council

Frank Scotto, Mayor

Gene Barnett
Tom Brewer
Pat Furey

CITY CLERK
Sue Herbers



CITY MANAGER
LeRoy J. Jackson

Cliff Numark
Susan M. Rhilinger
Bill Sutherland

CITY TREASURER
Linda M. Barnett

The City of Torrance

3031 Torrance Boulevard Torrance, California 90503

CONCLUSION

- **Input and Feedback From Mayor and Council**
- **Provide Direction**
 - Concur with the selection of KPI methodology
 - Concur with the form of Community Report
 - Concur with August 2009 Council Workshop
 - Concur with September 2009 as date to address Goals not under City
 - Concur with 6 month report concurrent with mid-year budget review